Wheraldoweribune
Published With The New York Times and The Washington Post



## 'Decisive Battles' Rage, While Shelling Devastates Sarajevo



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## Buildup

## Clinton's Lessons in Image-Rebuilding

By David Maranis



## Meet the New (Free-Market) Gorbachev

By Gary Lee







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and American simatist aftr the winding See TRAVEXER, Page 5


German Union Rejects Pay Deal Just 44\% of Public Workers Back Last Week's Accord

## By Richard E. Smith

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A Threat On Manila Vote Count

## By William Branigin   supporers inw the streets in a cam- paipn of crid disobedience if sbe is denied whal she considers a nightIn an interview, Mrs. Santiago.  

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## Poland Vows to Fight Ethics－Code Ban on Abortion

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 The ocode backed and conflicts with Polish law． The code barked by the Polish Catholic Church and bhe land the first country in Eastem Europe to 1 imil access to abortion and prenatal testing． Poland＇s constiutuional ombudsman ssid Wedneday
that state prosecutors mould proceed against a hospital
that that state prosecutors would proceed agzinst a hospital
that had refused to addrit a patient for an abortion The ombudsman，Tadeuse Zielinski，said the code was nimongsuudicoal－an unprecedentec attempt at under－



In April，the Ministry of Education issued regulations that pur religious issmuction on school raport cards
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Abount a half million abortions are stll performed conmaceptives increases ond the church puts presure

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Azerbaijan Restores Hard－Line President

By Margaret Shapiro MOSCOW－Aysur N．Mounti－


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## 24 Words and 202 Years Later, Madison Looks Vindicated

By Bill Mcallister Wastivicon

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By Jonathan C. Randal

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## Sign of the Times: The Revamped MBA

As economic recession continues to bite and companies shorten their internal lines of command, U.S. and European business schools are revising their curricula and emphasizing executive-training programs, including company-specific courses.
With MBA graduates inding it more difficult io land
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 Company-specific courses are tbriving only the establishment of tailor-made courses for individ-
ual companies, but also the maintenance of taal companies, but also the mainterance of lon logverin
rechaionships going beyond the organization of spocific
coorrses." United States - the country that started the
 have been revising their curiciuata ang mate course more responive ou changing business rends The Univerity of
Mifichigan Business schooot for example is seplacing the traditional semester wititr four sever-weer modules and is
 experiencocdinit companise during the courses Acording to Ditik K Karilut, publisher and editor of
the MBA Newsleter in New York, some of his criticism is overstated "Of course in these time there are more problems for MBASS but that's tuue for arl fiflecs, and


 schools in Europe has been largey yurreglated and there Spain for instance, hhere are 188 such schools wdin, comparad with just three five years ago. Britiain curnenty
 "In practice, companies will reacuit only from the

 coconomic conditions, many of these scchools are going to
find it extremely dificiult oo survive over the next few yearst the same time, courses on offer at the top schools arcexpensive U.S. nuition fees for a good twoyear MBA program for example eome to around S40.000. while the
price at the London Business School in Bitinin would be abut is by on pomeds

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cation. says Adolf Ihde, assistant director in charge of cation." says Adolf Ihde. assistant directior in charge o
research at the Brussels-based European Foundation for Managemeni Development "Moreover, the usefulness
Ment of such a degree varies accoss Eurepe. Germany, for
instance, has no MBA uradition but relies instead on an extended higher-education system, which typically coninnes." until the potenial manager is in his or her lat At the Rotterdam School of Management in the Neth-
Hands. Professor Gerrit Broeksra emphasizes five fac ors that heconsiders essential to modern business educa on In cal these my five in "' - internationsaization nuate relationships with business" says Mr. Broekstra,
who is dean of the school He also thinks there is hakeout coming soon amoong business schocols acros Europe, and he believeses hhang an ininformal leagevactable
concentrating on the top 20 or so institutions is likely to gainentrating on the top 20 or soin recognition before long.
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 importance "Mr. Broeksua says. -More and more com-
panies are rooking 2 us for help in solving specific
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 cluded for Mervelopment of two targeted case studies and he writing of a special Mercedes- $e$ enz workbooks.:-
Against this background. execuive-training courses Against hisis backeround execcuive-training course
are bio business for the main insitutions. Harvard Business Schooo in the United States for inslance currenly akes in around S30 million annually on this activity
 at different market niches." says Jerome Fosctiver deourse our case we concentrate on the top management of generally aim at two principal themess: strategic direction nd implementaion of policy. Both in Europe and in the United States, the fastest-growing sector is hat of com-
pany-specific courses. In the short term, this is linked to he repession; bussinesses are not seading staff to general courses but only to programs with a specific and immedilerm rend favoring tailor-made progranos sased on the recognition that people are increasingly a company' The relationship between such company-specific
curses and in-house training by companies themselves is
 fiding strategic manapement education to outside institutons rather than relyying on in-bouse resounces," says oony Cockerill deputy director of the Manchester Busi ress School in Britain "By way of contrast U.S. compa-
nies tend to keep more trainiog in-house while buying in
academic experise to help build up their own depart
academic experise to help bwild up their own depart
ments." Rameau, on the other hand, says that while some
Mr. arge corporations are now looking increasingly outsid or management-education courses, others that are going
into training for the first ime are seting up their own nolo training for the first ime are seting up their own larger number of sborter programs, in line with the increasing pace of change in the business world," says
Mr. Rameau. "Management education is geting to the

Continued on Page 9
The Kellogg Experience
"On my first day of class I had a group meeding co prepare a case: Julie was a financial edior uith The Intemational Herald Tribune, Steve was , Whemet, a pilot with the US Nary and Gerabl uorked in mengers © acquasicions
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## Conferences Link Academia, Industry

 In response to frequently cited complaints that business schools are out of touch with the real needs of industry, many management programs are sponsoring conferences that bring top executives together with faculty and students.This type of conference is very valuable in terms of
business being able to share its needs with business schoois", says Dick Kwartele, edito and publisher of the
MBA Newsietter. "It gives them real-worid insighs invo problems and areas they need help with" He points out that they are also valuable for the schools as they afford
them an opportunity to inform top managers about new hem an opportumity to inform top managers about new
programs in such areas as manufacturing and quality programs in succ areas as manumacturimg and qualty
contro, two topics that are of vital interest to business today. "Sharing and one-on-one contact are essential", Mr.
'One-to-one contact is essential'
panies and schools. It gets the academics out of their
ivory tower."
Now that many business schools are revising their
curricula in response to such criticism Mr curricula in response to such criucism, Mr. Wwarier says
that it is imperative that they make significant efforts to
reach out to exeutives to find out what they should be reach out to executives to find out what they should be
teaching "Going to the botlom-lime customer who hires
their graduates is essential", he says. their graduates is essential," he says.
Thess holds a threesity of Clicayon's management conference of Business holds a threo-day management conference once a
year. This year's theme was intermational business and ye. This year's theme was international business, and
he conference was attended by alumni interestod in
mernational international business, busimesspeople and students. seminar panels were made up of professors, government
and corporate leaders. and students. In conjunction with the conference, the students held their ownin invitational ecture series.
Student groups on campus, such as the Black MBA
Students Organization or the Women's MBA Association, often organize their own conferenceses as well, lining up speakers and preparing the sessions themselves, accialist at the Chicago. school She lists the advantages of
such gatherings: "outreach, helping us keep in touch with such gatherings: "outreach, helping us keepin touch with
business, keeping business informed of cutting-edge debusiness, keeping business informed of cutting-edge de-
velopments in education." Cathy Casillo. director of news and publications at
Stanford Business School in Californig, says that while here is no formal conference program at the school, the students often organize conferences themselves, One
such weekend conference this spring focused on manufacturing issues. In addition, the faculty often meets in
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 $\star$ Intensive, ful-time, one year program
$\star$ Intensive, tuil-time, one year program
$\star$ Partulime evening progranms for working
$\star$ English is the language of instruction at all centers * Optional bilingual MBA programs: German/Engfish in Bertin - French/English in Paris $\star$ mBA Preparatory Program for those with a Bachelo
degree (or equivalent) in a non-business field - Entry in September, January or May/June



Out of the ivory tower: Business leaders and academics share ideass at conferences.
small groups with businesspeople to stady specific probleaders to address real problems," she says. "It happens t on a small scale"

On the other side of the Atlantic, Eurropean business
schools are not neglecting this opportunity to network with business leaders. At ESC in Lyon, France, conferences and seminass of all sorts are organized by student Aroups alumni and the administration In May, Jacques ion and Development, spoke at the monthly conference

Networking Opens Frontiers for Schools
 THE LANGU
MORETHAN
Ont More THN BOLANGUAOES



 busines lededess fature employeses ind empibeocis

 This is part of a regular series of lectures soininarr-aind debates of general business intersest and on spocifit
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in business and stimulate new ideas"


OPINION

## Herald maxite Eribune．

## Giving the Cities Hope

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## Doubts About a Death



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## Other Comment

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international herald tribune
EO HUEBNE






## We Ignore Chernobyl＇s Cousins at the World＇s Risk




By Alfred Friendly Jr．


March Them In to Rescue the Cities




By David S．Broder

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#### Abstract




A Thin Reed Of Hope for Hong Kong

## 









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## One Mentioner＇s Entry <br> ，


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 Mr．Piusen is or dow






## It May Yet Be the Year of the Woman

By Linda Divall




OPINION


Almost on the Town With Dietrich

By John Godirey Morris P Avys－Til always be garefult io William

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 MEANWHIE
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## LETTERS TO THE EDITOR

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|  |  | Schopp，Germany． |

## It＇s true theat，with the new Sprint FONCARD， you can only reach a small circle of people．

P距家

## Johnny, We Hardly Knew You

| By Frank Rich Nex. Yark Timer Service |
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## Inside Expo

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By Alan Riding



With a Veteran Visitor

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 viorks by Picasso，Mird and Dali
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## $4(2)$

By Ginger Dan 4

Making Business Trips Less Taxing




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## WHII STREET WATCH

Stake-Owning Adviser It figh on Salant Stock

> By Foyd Noris

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## In Europe, a New Focus on Joblessness

By Erik IPsen
Imumatuonal Hepula Tnture


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 for. European Policy Studies in Brussels.
In fact, with an anemic recovery foreast for



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See JOBLESS, Page 16

## Hanson Records First Profit Fall Amid Recession





Parent's Debt Plan May Shape Foster's
By Michael Richardson Houp. Foseres s.sok orose six cents
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## Olympia Loses Appeal, Must Pay $\$ 240$ Million


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## U.S. Recovery Looks Weak

By Lautence Malkin


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 signal recovery, The forr-weta average of clime
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A companivn repon showed business sales rising
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 Rothschild Inc. The daliar gal al aifr againss most currencies from
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The U.S. currency rose to 1.6125 Deutsche
 French frances from 5.4025 and to 130.235 yea
from 129.600 ,
The pound fell to $\$ 1.8215$ rom $\$ 18264$
 See RECOVERY, Page 16

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 The company said the revesilis Were in line mivi sils erpecmainions.
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## ARAB <br>  CORPORATION(BSC) FINANCIAL IIGHIMGITS ASAT 31 DEC. 1991

Financial Hiọhlights-1991

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Sharthonderex Fund


 TMEREST RATES

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Earnings Concerns Push Stocks Lower


## RECOVERY: Weak Jobs Data












## JOBLESS: European Policymakers Focus on Reducing Unemployment



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decades. "In Europes to tevels in
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## WORLD STOCK MARKETS




Coors to Spin Off Nonbrewing Uuits



 Sears Sharcholders Stage a Protest



 Ford Backs Japan Transplant Curb





Intel Stock Takes a Hit

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U.S. FUTURES

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## In Japan, Corporate Bonds Are Back



## Malaysia Airlines

Orders 17 Boeing Jets




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## Game Gains: Nintendo Lifts Sales and Earnings

TOKYO - Nintendo Co, the video-game maker, overcame
sluggish economis at home and abroad to show a higher profitin the year thand currend profit for 1991 -9? mose 112 preat

 "Our business wasn" hit very hard by slow economies." he
official sid Sales of Game Boy video products and Nintendo The company forcesst tigher profits and sales for both the group and the parent in the current year. Consolididated earnings beffrer tex
are projected io ise to 169 billion yen on sales of 580 bilion yen while paren's spreax proat is expected to climb to 166 bilition yen yen
(Rales of 540 bilion yent
(Reners, $A F P$ )

| Investor's Asia |  |  |  |  |
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| Hong Kong Hang Seng <br> 6500 $\qquad$ | Singapore Straits Times |  | Tokyo Nikkei 225 |  |
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| Hang Kong | Hang Seng | 5,746.45 | 5.757.05 | 0.20 |
| Stingapore | Straits Times | $1,472.75$ | 1,661.52 | +0.77 |
| Sydney | All Ordinaries | 1,579.70 | 1,682.70 | -0.78 |
| Tokyo | Nikket 225 | 18,804.60 | 18.788 .57 | +0.19 |
| Kuaba Lumpur | Composine | 593.03 | 598.65 | -0.9 |
| Bangkok | SET | 727.96 | 731.27 | 0.45 |
| Seoul | Composite Stock | 587.56 | 59229 | - 0.30 |
| Teipei | Weighted Price | 4,300.50 | 4,326.38 | -0.60 |
| Manila | Composite | 1,337.35 | 1,328.04 | $\pm 0.7$ |
| Jakarta | Stock indox | 230.24 | 289.58 | +0.2 |
| New Zealand | NZSE-40 | 1,529.79 | 1,509.15 | -13 |
| Bombay | National Index | 1.491.51 | 1.508 .89 | -i |

## Very briefly:







Alan Bond's Art Collection to Be Sold SYDNEY - Alan Boad's private an collecion will be sold larer hhis
year following the formert tycoon's bankeruptey, the liquidalar of Dillhold invesmenus Pyy, Mr. Bond's private company, ssid Thurdiz.
John Lord said 54 Australian painings, one Renoir, three ohher Frete






To pur reoderit in switzorrand


# SPORTS BASEMLL 

## Brown Puts Rangers in a Hole And Orioles Close It Up, 4-2



## Williams and Litton Blast Giants Past Phillies, 5-3

Maut Williams is expeacred to bir home
runs. And Greg Liton is expected to con-
 Philadelphia mo Wedoscday niibht
Willians hat two naens
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Crig, does not conant on his Cruiting too not conont on his secoond baseman he gives us is a plust." he waid of Lititon his thion of bowerse in is in popower biter. .1 1 was major league games.




## SIDELINES

Lyle Alzado, Ex-NFL Star, Dies at 43


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 with bis fifst complete geme of the season
He stund out four and walked two en route 0 his 20 oh maijor-legque shythout Cone bad allowed orly seven nuns in his
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tion Alyctr died Thursday He Hemas 43
Alzado played for the Desurver Broncos, Clevid Aneces Raiders. He retired from frootcoss, Cleveland Browis and Los comeback attempt with the Raiders in 19900 Later, be chsimed taited in $a$ tiamptosed had hased astercid that tuined his simmume sysstem A Alzado was Lil E. Tee Is Preakness Favorite
BALTDMORE (AP) - Kennocly Derby winner Lil E. Tea


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## REX MORGAN

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GARFIELD


Sampras And Couriei Advance in Italian Open Rompan finizitity



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Sampras Mizardat the America ${ }^{3}$ Helm And Courib bom Home Hero Helps Lead Upeale Cup Contender Advanceí Italian $0_{p}$


## Hot-Shooting Ehlo Rattles <br> Celtics as Cavs Take 3-2 Lead

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Bulls'Jackson

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## OBSERVER

## Lackeys of Progress

By Russell Baker
EW YORK-After using my such messy work that a writer has
 on my state-of-che-art laser prininer. didn't prootessional look like t thint! ! Every day prece of junk mall. ments thay brimes exa dozzen docu-
letler. Every dyy thed. like bhis my trash can uinread. fouter nowo their messages wo well:
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 miles:
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often does. ans 1 am currenuly doing offien does. as 1 am currently doing
althis sery paricular and precious peint in time aks nop. Many
cooks worth only 290 page rouinety whecze on nowadays to 800 . My second-rate leuter with the
unak-mil look is a typical child of proverss. With 3 a a tiocicquill chill Thomas Jeffierson could have writen a
leutur at a fraction of the cosk I would darev looction of tive he cost human beioks and it would have
been a better leter thun mine. In would have beenn metiter not
ooly because Jefferson had the more interesting mind. hut also be moses a around ing the los tog on bian
chance it may bump into chance it may bump into an idea at gy second-rate eleter produced
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wheel and dhe other belding a celewheel and the other bolding a tele-
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ror of living in a word Yor of living in a wordd where hereis no haven anyyhere. even in the
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 repor would have us believe. The
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problem.

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himsel so become its vicims. one deppiving
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the telephone gel oul of

 cause e ececrovics makes it possible.
The ericicism often made of progress is thas it makes life ever more complicated, ever more stresfull
and ever more demanding All true
but its hlesing but its hessings are also consider-
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being servin ahle, or would be if we covld stop
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| FOR A FREF ETMATE CALL <br> PARIS (1) 39569000 |  |
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## The Gumbo Blues - It's All in the Sauce

By Mike Zwerin
Imenasional Hecoud Thbove
OURGES France

 sync - resembling the cross betwern Col
onel Sanders Julia Child, rodnect farmer, onel Sanders, Julia Child, rednece farmer,
social reformer and B. B. King that he in
fact is. social refor
fact is.
The odor The odor of gumbo cooking floats over In addition to original material with names like "Alligator" and "Great Big - four raciarly innegrated and incrovedibly well-fed bluesmen - play Muddy Waters
songs and fifle holess. There's a Gumbo songs and field hollters.
Rider in
his contrat
Guitar shang over shoulder, he cends to
the steaming pot Your somach is getting calous of your cars. You know youire necia barrier with the apporanco of of the


 It takes a cerninin amount of chutrpah
 miss) And wast sort of thervous, hlues?

 He learned how 10 play guitar in his
censs (hes's 4 II on the Holiday
in Fim circuit Florida His one Hessozs came wircuit
Forting a lounge in Orlando (where he woring a lounge in Orlando (there he
was bori) rom an older guitrist who would literally lick him in the butt on
slage every ime he messed up. Thar's slage every ume he messed up. Thar's
somelhingyour member. You don't make
the same mistake twice One moranis in the early 7os, he
walked out be front door or lis touse in Tallahassec 0 pink wo the phe papers and
found what he considers the thitar form God,", a stecel-body National leasing
against his daugher's bigccle in th lol against his daugher's bicycle in the froat
yard A friend wbo was moving out of
towna and wanted to tighten his load had oough, wath old Bill can use this.' The National is an an mustic gritar made srung across a raised pie plate that rests peaker. Theq' re loud. Made of stecl.



 muscicins, be and his wife. Ruth, and two

 , Noll


 nob wh have all he ingrediens purchased an andives mith the preprepared rours, the He has botra losoma the samose, of course


 taste buds." The man's a waling sound


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legat Where wras
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PEOPLE
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or entering bis bome entil ha fitl
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